

# Knowledge Management in an Indian Perspective

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**Abstract**—Knowledge management is a systematic process for creating, acquiring, synthesizing, learning, sharing and using knowledge and experience to achieve organizational goals. A proper flow of information is essential for the growth of every organization. Knowledge management is a necessity that can make all the difference between survival and an early demise. Today majority of business organizations have knowledge management program in one or another form. Indian business organizations are also feeling need of new business paradigms. Many organizations in India have started knowledge management initiatives. This paper “Knowledge Management in an Indian Perspective” emphasizes on Knowledge Management practices in business organizations at Bhopal. This paper studies the role of knowledge management in Indian business organization. The paper is a part of studies of knowledge management technologies and their implementations in various business organizations and some problems that hindered knowledge management practices at Bhopal. The objective of this paper is to identify the extent to which organizations are aware of knowledge management. The focus is on understanding how the knowledge management initiators foresee the implementation process and deriving its benefits. The paper investigates the scope of effective implementation of a knowledge management strategy in the workplace of business organizations and provides future directions.

**Keywords**—Business Organizations, Information, Knowledge, Knowledge Management, Technologies

**Abbreviations**—Knowledge Management (KM)

## I. INTRODUCTION

OVER the past decades, the world has been experiencing vital changes. The key to alter is awareness, sharing ideas and arising with new and innovative ways that of staying previous the competition. There's an excellent want nowadays to accumulate, utilize and share knowledge. Nowadays economies have evolved into knowledge economies and are characterised by the actual fact that knowledge becomes the main issue of production within the value-adding economic activities [Jon Surmacz & Megan Santosus]. Within the knowledge economy, information and data effectively overshadow physical assets because the primary units of production, distribution and consumption. The key to growth within the rising atmosphere is in innovation that is associate outcome of development of data. Organizations are discovering that they have to try and do a much better job of capturing, distributing, sharing, preserving, securing, and valuing their precious knowledge so as to remain previous their competitors [Tsai et al., 2006]. By managing its knowledge assets, associate enterprise will improve its aggressiveness, ability and increase its

probabilities of success. Managing knowledge is that the prime strategic agenda all told corporations. Corporations across all sectors acknowledge the essential role knowledge management can play in their future success. Globalisation, easing and technological development have conjointly modified business atmosphere in Asian nation. Indian business organizations also are feeling want of recent business paradigms in information economy. Knowledge management could be a necessity that may make all the distinction between survivals associated an early death [Barclay et al., 1997]. With the rise in info technology usage, several organizations in Asian nation have started knowledge management initiatives.

### 1.1. Aim

The objective of this paper is to spot the extent to that organizations square measure alert to data management. Additionally, the main target is on understanding however the data management initiators foresee the implementation method and derivation of advantages from this task. There square measure organizations taking part during this survey that have or square measure reaching to implement a knowledge management strategy. The paper investigates the

scope of active implementation of a knowledge management strategy within the work of business organizations.

### **1.2. Research Methods**

The main objective is to identify the combined knowledge of the organizations' and the actions taken to successfully implement Knowledge Management within the organization.

## **II. KNOWLEDGE MANAGEMENT**

Knowledge management is an orderly process for generating, obtaining, producing, learning, allocating and using knowledge and understanding to achieve organizational goals. An appropriate flow of information is indispensable for the development of every organization. Knowledge management will be playing a vital role, and those organizations that use it early will have an edge [Charity Ezigbo, 2013]. Knowledge management is not just a technology or tool. It is more about finest practices and actions rather than pure technology. Therefore, it requires support from knowledge workers and actual use can happen only when all of them are energetically involved.

### **2.1. Defining Knowledge**

There are two types of knowledge explicit knowledge and tacit knowledge. Explicit knowledge can be expressed in linguistic terms and communicated among different persons, and tacit knowledge as special knowledge engrained in personal experience and concerning personal acceptance, views, and standards [Brelade & Harman, 2000].

In conventional observations of the role of knowledge in business organizations, tacit knowledge is sometimes observed as the actual key to getting things completed and producing fresh value. Not explicit knowledge. However observing how knowledge is assimilated and how we can relate knowledge whether tacit or explicit to attain a affirmative outcome that fulfills business necessities that's a changed and very significant issue [Ailar Rahimli, 2012].

### **2.2. Knowledge Management**

The knowledge management is a commercial activity with 2 prime facets:

- Considering the knowledge factors of commercial activities as an explicit concern of business imitated in plan, program, and exercise at all stages of the organization.
- Creating a straight connection between an organization's knowledgeable assets - both explicit and tacit and progressive business outcomes.

Knowledge management often includes classifying and plotting knowledgeable assets within the organization, producing new knowledge for reasonable benefit within the organization, constructing huge amounts of corporate information available, partaking of greatest practices, and technology that accelerates business activities including groupware and intranets [Carol Hildebrand, 1999].

It is appreciation that information and knowledge are corporate assets, and those businesses essential strategies, plans, and tools to cope up those assets. Certain efforts focus on augmenting creativeness - creating innovative knowledge value - while additional programs highlight leveraging existing knowledge [Tarun Jain & Bipul Pandey, 2012].

### **2.3. Need of Knowledge Management**

The following are certain precise business aspects that produce the requirement for knowledge management in business organizations.

- Diminutions in staffing generating a requirement to replace informal knowledge with formal approaches.
- The extent of time available to experience and obtain knowledge has moderated.
- Primary retirements and growing flexibility of the work force lead to damage of knowledge.
- There is a requirement to manage growing difficulty as small operating companies are trans-national sourcing operations.
- Products and facilities are progressively complex, endowing them with a important information component.
- Markets are gradually competitive and the speed of innovation is increasing.
- Competitive compressions decrease the size of the work force that grasps valuable business knowledge.
- Maximum of our work is information based.
- Organizations strive on the basis of knowledge.
- Variations in strategic direction may consequence in the loss of knowledge in a precise area.
- The requirement for life-long wisdom is an inescapable reality.

The knowledge and information have become the medium in which business glitches occur. Thus, managing knowledge signifies the primary opportunity for achieving substantial savings, noteworthy improvements in human performance, and competitive benefit [Vakharia & Bharat, 2000].

## **III. APPROACHES OF KNOWLEDGE MANAGEMENT IN INDIAN BUSINESS ORGANIZATION**

### **3.1. Prospective Role of Knowledge Management in Indian Business Organization**

After the 1997 decline in India and other Asian countries caused a downturn in turnover in mainstream of the companies, the biggest menace was the ability to decrease the time to market and develop a modest gain. Cost decrease and better-quality production were also considered serious issues for organizations during the subsequent five years.

Knowledge burst, cumulative globalization, the fast development and dispersal of information and communication, and their communicating effects on race call for a paradigm alteration in development strategies. Effective

knowledge management program can provide a new analytical perspective [Bender & Fish, 2000].

To apply a Knowledge Management program imagine knowledge management to lead them to innovative ways of doing business, augmented market shares and generate enormous future prospects for businesses. A Knowledge Management program leads to revenue development, cultivating competitive benefit and employee progress [Mohammad Lashkary et al., 2012].

The impending benefits on a long-term basis would be in context of increasing “revenue progress” and further improving competitive benefit. Another potential long-term profit identified was “employee progress” and “product improvement”, which are very serious parameters in calculating the accomplishment of a knowledge management implementation. Key short-term paybacks expected by respondents would be “dropping prices”, “cultivating marketing policies”, “expanding customer focus” and “enabling profit development [Parag Sanghani, 2009].”

### **3.2. Current state of Knowledge Management**

#### *3.2.1. Knowledge Management Strategy in Place*

In India Overall, 75% of business organizations had or were seeing a knowledge management policy in place, 19% had not any program in place but were conscious about knowledge management and the rest 6% did not have a knowledge management program as well as were not conscious about knowledge management and its profits to business.

#### *3.2.2. Status of Organizations’ Knowledge Management Programs*

Different business organizations implemented Knowledge Management program at different extent. Around 12.5% organization had Knowledge Management as an integral part of their business process and the value of organizational knowledge is reported to their stakeholders. 31.5% organizations have integrated the knowledge management strategy with some technical or cultural issues. 37.5% organizations are utilizing knowledge management procedures to achieve known benefits and 50% organizations have initiated knowledge in a non-uniform manner with pilot approaches in place. 50% organizations have no knowledge management strategy in place for achieving overall organizational goals. However, the implementation falls short of a full Knowledge Management program.

#### *3.2.3. Knowledge Management Driver*

Every business organization implements a knowledge management strategy at different level. These levels are company level, division level, department level and at all levels. Overall, 50% business organization implement Knowledge Management strategy at organization-wide and a further 37.5% business organization identify the departmental level to be the most suitable. This indicates that the drivers of

the concept visualize knowledge management activities to spread across the organization.

### **3.3. Experience to Date of Knowledge Management**

#### *3.3.1. Roadblocks to Adoption of Knowledge Management Solutions*

There have been many roadblocks to adoption of formal knowledge management activities. In general, managing knowledge has been perceived as an unmanageable kind of problem - an implicitly human, individual activity - that was intractable with traditional management methods and technology [Sethumadhavan, 2007].

The integration of knowledge into everyday use in a normal working place and lack of use uptake due to insufficient communication was the major threats. In addition, threats such as, the user being unable to perceive personal benefits, and lack of participation from the senior management towards developing a sound knowledge management strategy [Selvarag, 2003]. These remained the prime areas of concern.

The fundamental flaw was viewing knowledge management as a technology issue. It is not the technology that is holding organization’s back but a failure to build knowledge management into the organization’s day-to-day operations and its culture [Arora, 2002]. The potential causes for failure in successfully implementing a knowledge management program are summarized as follows:

- Lack of user uptake due to insufficient communication.
- Integration of knowledge management activities into everyday working processes.
- Users unable to identify personal benefits.
- Senior management not fully focused in implementing a knowledge management program.
- Lack of Training for promoting knowledge management activities.
- Technical Issues towards implementation.
- The difficulty of capturing tacit knowledge.
- The difficulty of capturing tacit knowledge.
- Lack of knowledge sharing.

#### *3.3.2. Major Issues in the Next Five Years*

In view of the 1997 recession, which caused a downturn in turnover in majority of the companies, the biggest threat identified was the ability to reduce the time to market and develop a competitive advantage. Followed by cost reduction and improved productivity. Quality of the product was one of the major issues but was not identified as an immediate threat to business sustainability [Ailar Rahimli, 2012].

Though knowledge management is the next important business strategy; it is not a priority as Alliance/networking amongst the people within the organization is less critical for organizations during the coming five years.

### 3.4. Knowledge Management and Role of Technology

#### 3.4.1. Use of Technology to Implement Knowledge Management

Technology, in itself does not constitute a knowledge management program; rather it facilitates one, especially in large, geographically dispersed organizations. The 88% of the business organizations had implemented Internet access, 75% of the organizations had an intranet and 63% of the organizations used a document management system. Around 50% of the organizations had a decision support system in place and 44% of the organizations used data warehousing and mining techniques. The maximum organizations who have implemented knowledge management strategy in place are currently at a preliminary level. This is because the use of Artificial Intelligence based techniques for making pertinent knowledge available in a most accurate manner was not on the planning agenda. This is due to a fact that techniques like artificial intelligence are used at the system implementation stage. In context to technology, many business organizations were looking at implementing Internet and Intranet to develop a strong external and internal flow. In context to the current scenario, developing a strong internal information backbone is of primary interest [BML Consulting, 2002]. This resulted in, “document management systems” being the third most effective technology in managing information.

## IV. SOME KNOWLEDGE MANAGEMENT INITIATIVES AT BHOPAL

Much theory has been written about knowledge management but there has been limited discussion about its practical benefits and how to implement it and deliver business benefits. There are two key issues for any knowledge management strategy:

1. Management of explicit information and processes.
2. Management of people and the environment in which they work so that tacit knowledge is exchanged more naturally and systematically.

One of the primary reasons why many knowledge management initiatives fail is because too much emphasis has been placed on explicit knowledge and IT solutions. To extract insights from in-depth discussions on issues related to implementation of knowledge management in business organization.

Our focus was based on some small and medium enterprise in Bhopal region that comprises of Mandideep and Govindpura industrial area. We had covered diversified industries like foundry, casting, fabrication, machining and processing industry.

The Survey was based on key management initiatives with emphasis on knowledge management such as.

1. Do you know about Knowledge Management?
2. Are you aware of the benefits of Knowledge Management?
3. Is your organization implementing any strategy of Knowledge Management?

4. If yes, then at which level you have implemented Knowledge Management in your organization?
5. If no, then are you interested to implement Knowledge Management strategy in your organization?

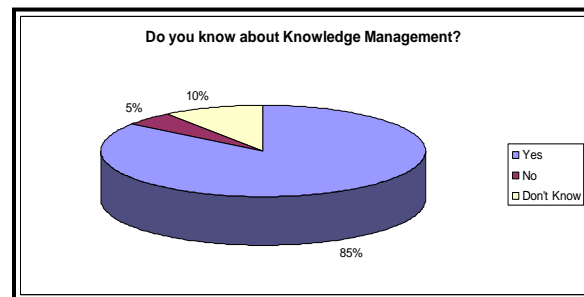


Figure 1 – Do you know about Knowledge Management?

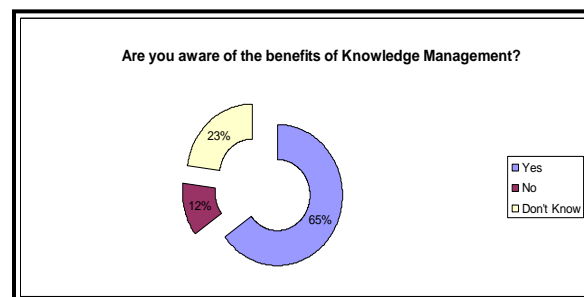


Figure 2 – Are you Aware of the Benefits of KM?

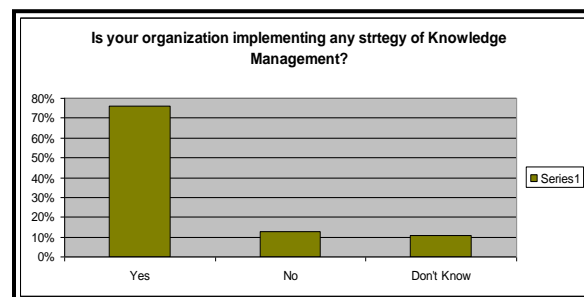


Figure 3 – Is your Organization Implementing any Strategy of KM?

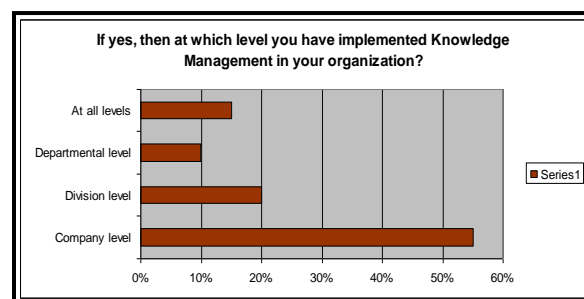


Figure 4 – The Level of Implementation of KM?

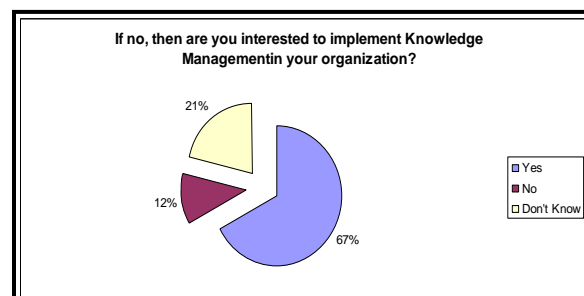


Figure 5 – Future Plans for Implementation of KM?

#### 4.1. Observation and Discussion

On the basis of survey the key findings which can be highlighted are as follows:

- Management should look upon the key areas where there is huge data loss for the company.
- To Compete on Price.
- Tacit knowledge need to be tapped for large extent.
- The 85% Organizations have information about knowledge management other 15% organizations are not acquainted with knowledge management.
- However, 65% Organizations are aware of the benefits of knowledge management but other 35% organizations are not fully aware of its benefits.
- Overall, 76% organizations have implemented Knowledge Management strategy but other 24% organizations have not yet implemented any Knowledge Management strategy.
- There are only 15% organizations who have implemented Knowledge Management strategy at all levels.
- Those organizations who have not implemented Knowledge Management strategy yet, only 67% of them are interested to implement Knowledge Management strategy in their place.

#### 4.2. Future Directions

Knowledge management as a conception is very attractive and offers vast business opportunities that should not be missed. It is an engine that converts knowledge into business value. However, implementation of knowledge management is not easy for small and medium enterprise. Organizations have to grapple various issues and challenges such as organizational culture, policy, information technology, knowledge organization. Despite everything these problems and challenges companies world wide have shown intense interest in knowledge management. As far as India is concerned knowledge Management is still beginning stage. It has to cover a lot of ground to come up the level of knowledge management implementation In India there is requirement of national knowledge management concept to generate and harness the knowledge of our own people and start producing and using our own software packages. The core competency definitely exists in our Research & Development laboratories, academics, institutions, software houses and industries. In small and medium enterprise there is a need of customized knowledge management packages as every enterprise as a thrust area in one or two module of knowledge management so a better accepting of key area where knowledge management should be implemented is a main driving force for implementation of knowledge management.

#### 4.3. Limitations

Knowledge management can really help in providing systematic approach to the knowledge loss of the particular company. According to the survey there are some hindrances for not implementation of knowledge-management.

- Not directly proportional to return on investment with respect to business organization.
- Enormous network requirement to be set up for implementing knowledge management.
- Employee assertiveness towards fundamental modification in the ongoing system is also a difficult to be dealt with.

### V. CONCLUSION

Knowledge management initiatives are expanding across all types of organizations and companies worldwide. The objective of this paper is to identify the extent to which organizations are aware about knowledge management and learning of current Knowledge Management practices in Indian organizations. To implement a knowledge management program can be visualized as a new way of doing business, increased market shares and generate enormous future prospects for businesses. A Knowledge Management program leads to revenue growth, improving competitive advantage and employee development. As far as India is concerned knowledge Management is still preliminary stage. It has to cover a lot of ground to come up the level of knowledge management implementation. In India there is a need of national knowledge management concept to create and harness the knowledge of our own people and start creating and using our own software packages.

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